

## Legislative Finance Committee Update on Goals and Objectives

**Agency:** Office of Secretary of State  
**Function:** All functions of the office  
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**Respond By Date:** November 18, 2005  
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Please discuss how well are you meeting each of the published goals and objectives (attached) for the listed function(s) for the current fiscal year. Be as specific in your response as possible. For example, what (if anything) are you measuring to determine accomplishments? Are you progressing towards goals? Have you suffered any setbacks or encountered any particular challenges? How can the legislature assist you?

### SECRETARY OF STATE'S OFFICE 2006 - 2007 GOALS AND OBJECTIVES

Continue efforts to provide increasing access to the Secretary of State's Office services through technology.

*The Secretary of State's office has continued to provide increasing access to services through technology by encouraging electronic filing of Annual Reports, our largest mail processing task. During 2005, 26% of all Annual Reports were filed on line. Next year, our office anticipates doubling the adoption rate by changing the Annual Report request form to prevent paper filing without additional steps and time. By encouraging business to file online, the Secretary of State's office has saved postage, printing, and FTE costs to our office. We have also saved business a significant amount of time and expense.*

*The Secretary of State's office has also hired a web specialist to improve web presence and the usability of web based services. We have purchased a web analytics software that will help measure our progress.*

Develop and implement Statewide Voter Registration System in compliance with the Help America Vote Act.

*The Secretary of State's Office has been heavily involved during the past year in the development of a statewide voter registration database as required by the federal Help America Vote Act. The Secretary appointed a Elections Technical Task Force (ETT) consisting of the Clerk and Recorders and election administrators from 10 Montana counties to assist in the design of the new system. Maximus and Saber Consulting were contracted to develop the system. The new system has now been developed and is in testing by the ten ETT counties. Twelve more counties will receive training and be brought on to the system before the end of this year, with*

*the remaining 34 counties being trained and brought onto the system during January and February 2006. The new statewide voter registration database will be fully operational in time for the primary elections in June 2006. The system is being paid for with federal Help America Vote Act (HAVA) funds.*

- Develop and implement a new corporation registration system to replace 25 year old system.

*SOS KB is corporate registration software code that the Secretary of State's office has obtained at no cost from North Carolina. Discussions are underway with Automated Office Solutions, a North Carolina based technology firm, to implement the software Montana has obtained. Throughout 2006, our office will scan and index nearly 1.5 million documents and make them available online*

- Develop and educate electronic document management guidelines for managing electronic records and information.

*Records and Information Bureau staff have been working with the Professional Development Center in developing and delivering training to records custodians in state agencies. This effort will continue with a focus on both state and local government agencies.*

Continue efforts to improve customer services by reducing turnaround time.

*On the day this administration took office mail processing of documents received in this office took an average of 14 days. By restructuring workflow in the Business Services Bureau we have decreased that average mail processing time to only three days. In addition, telephone call volume has consistently remained at around 175 calls per day while more than 70% of calls are answered in less than 3 minutes.*

*We have hired additional temporary staff in our Management Services Bureau to decrease mail processing and cashiering of corporate annual reports. We will be adding a second shift during the 2006 Annual Report filing period to further reduce turnaround time.*

*The process currently used to update the on-line ARM is under review with the intent to move to a full bodied database that allows for more timely updates on-line. This will provide the public with timely access to all new administrative rules via the internet.*

- Monitor correspondence, compliance processing, customer service to eliminate confusion.

*The Secretary of State's office does many things to ensure instructions are simple and understandable. The office is currently reviewing instructions on all forms, the office handbook for starting a new business, and internal policies such as our corporate police letters to clearly state what is expected from the customer. In addition, our office has worked with MII to clarify online services and make them available for anyone logging onto the Secretary of State website.*

*Our Administrative Rules Bureau re-instituted state agency meetings to strengthen relationships and better understand customer needs. We have gathered input on the rule submittal process and are responding to state agencies' requests to update ARM Title 1 and create a Format and Style Manual to clarify procedures and requirements.*

*We have modified the letter to ARM subscribers eliminating the requirement for subscribers to return a post card indicating they received ARM updates. Response is only needed if updates were incomplete or if change in contact information. We have reduced the number of cards returned saving ARM and mail staff time and subscribers a postage cost.*

Continue efforts to improve efficiency.

*Since taking office, this administration has reduced the workforce by 2 individuals, adjusted internal responsibilities for 4 compliance officers, encouraged automation of Annual Report filing. This has occurred as 3 staff members have left and replacements have been trained. Implementing the SOSKB will greatly enhance efficiency and the project should be completed by the winter of 2006.*

*We have updated ARM Title 1 to reflect current practices, as well as developing standards for submission and acceptance of agency documents to ARM. We have also reduced our onsite inventory of Register and ARM Titles, saving staff time and printing costs.*

*The office is moving to a competency-based human resource system. We have developed and adopted a three stage plan for the transition. We implemented the first stage by moving employees to the alternative classification and competency plan 020.*

- Implement remaining steps identified through process reengineering.

*We are utilizing the process improvement recommendations as listed within the workflow analysis document as guide posts. This is anticipated to be complete by the end of 2005. The following actions have all been fully implemented or are in the process of implementation.*

- 1. Update of ARM Title 1 to reflect current practice.*
- 2. Develop and maintain an administrative rules research log.*
- 3. Change orientation of the Board Appointees and Vacancies section of the MAR on-line to enhance readability.*
- 4. Develop standards for submission and acceptance of agency documents.*
- 5. Implementation of a fee structure that takes into account time spent on research requests.*
- 6. Research of technology options to centralize ARM text database.*
- 7. Provide on-line ordering of ARM and MAR subscription services.*
- 8. Complete ARM fee assessment to identify funding sources for implementing recommended solutions.*

- Automate records center with bar code technology.

*The Records and Information Management Bureau has acquired bar code scanners and software and has instituted a bar code management tool that allows better tracking and management of all records placed in its custody.*

Continue efforts to improve voter participation.

- Train and educate elections judges throughout the state to implement new statewide voter database system.

*The Secretary of State's Office hosted more than 100 people from all 56 counties in Helena November 16-18, 2005 to conduct our biennial election training for County Clerk & Recorders, Elections Administrators and elections staff. This included numerous discussions regarding the new statewide voter database system.*

*An implementation plan has been developed for the statewide voter registration database system that includes 10 regional training sessions for local election administrators. Each training session lasts for four consecutive days and includes hands-on training with each participant actively working in the system on a laptop computer. To date 10 counties have been trained and are using the system. Twelve more counties will be trained and brought on the system before the end of this calendar year with the remaining 34 counties being trained in January and February 2006.*

- Provide outreach to encourage voter registration.

*Elections Bureau staff schedule regular visits to high school and university campuses to register students to vote. We have a trade show booth designed to promote voting. Elections Bureau staff utilize the booth attending fairs, gun shows, malls, antique shows and home and garden shows for the purpose of registering people to vote. This office also utilizes Public Service Announcements, as well as TV, radio and newspaper advertising to encourage people to register to vote and to vote.*

- Provide outreach to encourage registered voters to vote.

*This office utilizes billboards, posters, bumper stickers and brochures to promote voting. We use our trade show booth when attending fairs, gun shows, malls, antique shows and home and garden shows for the purpose of registering people to vote to also encourage them to vote. We also hand out advertising items encouraging them to do the same. The Elections Bureau goes on tour to various cities around the state to promote the Voter Information Pamphlet (VIP) during election years.*